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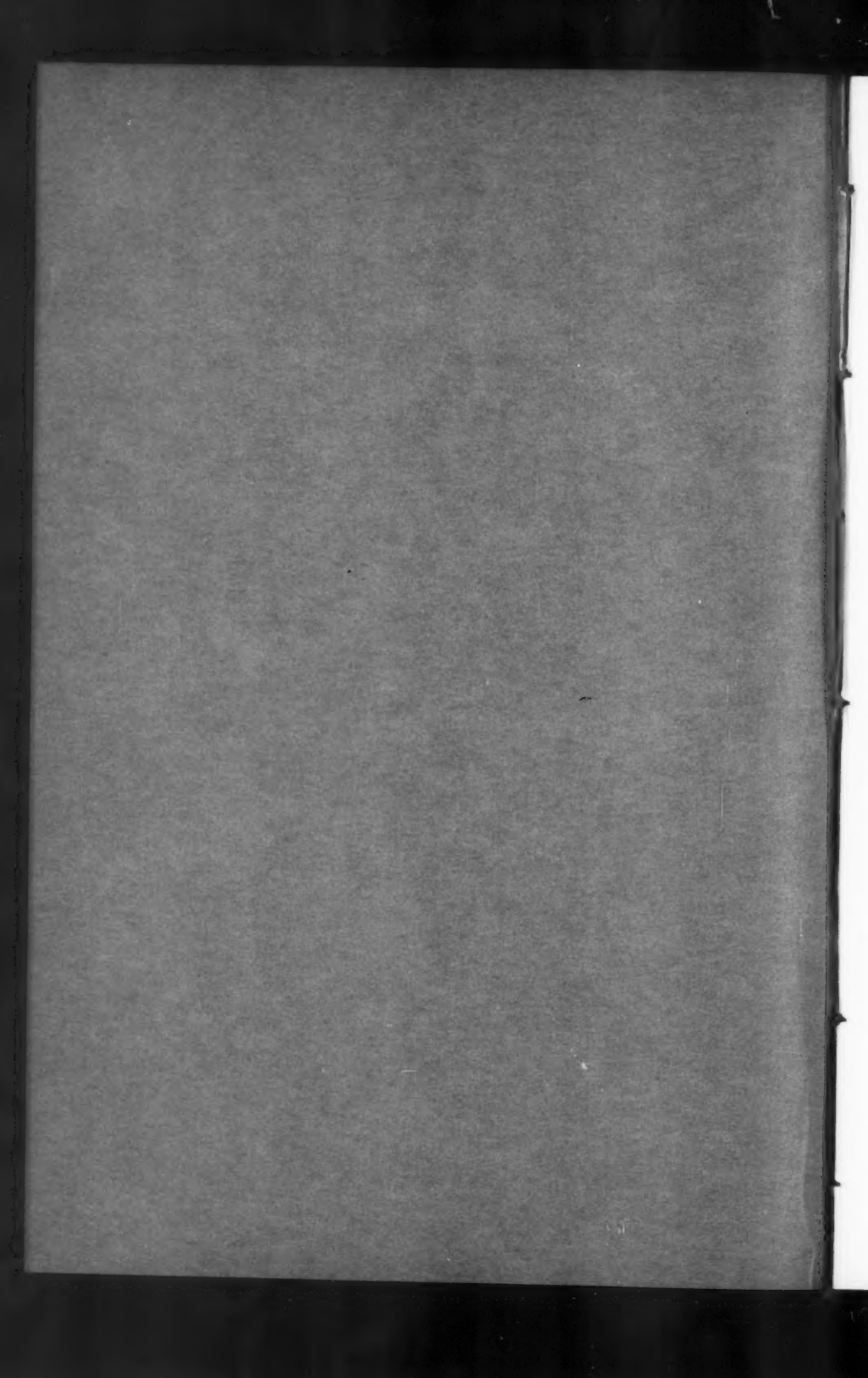
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The Spirit in Our Work

BY DR. FRANCIS HARVEY GREEN

This address, which was delivered at the Cleveland convention of the National Association of Cost Accountants, is such an unusual combination of humor and serious theme that it is here reproduced for both the inspiration and the entertainment of those members of our organization who did not have the opportunity to hear it delivered.

YOU will remember that in the Courtship of Miles Standish, Longfellow puts on the lips of John Alden the remark, "The name of friendship is sacred. What you demand in that name I have not the power to deny you." That voices my feeling and thought exactly, when my good friend and your president asked me to come here and speak to this gathering, in whose work he is so tremendously interested.

I might reminisce quite a bit, too. I remember some of the old mottoes that used to hang around the school-room wall. I can see them yet, torn and dust-covered. Every once in a while I am hauled up by the one which said, "We shall reach the house of never through the streets of by-and-by." And right back of the teacher's desk up over the ledge where the birch rod hung was the motto, "I Need Thee Every Hour." I never did believe very much in the birch rod, especially when I was the victim, and yet I am well persuaded that there are some people who would be more polished in later life if they had had a hardwood finish earlier in their days.

I shall not take time to reminisce or sing to you about "How dear to our hearts are the scenes of our childhood," but I am going to ask you to think with me for a little while on the spirit in which one should work. I do not hope to say anything strikingly new or original. It is to be remembered that originality does not

consist in making a new creation out of nothing, but in finding a new value in something old; and if I can bring to you some old truths in a new way perhaps our meeting together need not be in vain. Nor do I mean to make this an exercise for oratorical consideration. You will find about it something of the irregularity peculiar to a clock owned by an old man of my acquaintance. When the hands of the clock pointed to seven, the clock struck six, and the old man knew then that it was just half-past five.

I doubt not that I shall be like a lover. A lover starts in without knowing what he is going to say and ends without knowing what he has said. I have not come to talk business to you at all. I was not asked to do that. Indeed, I was reminded that I should not do it, and if you are not interested in what I have to say, I hope you will take a good nap. It used to worry me when people in my audience slept, but I have gotten away from that feeling. I always conclude that they think I am getting along all right and do not need to be bothered about it. So I let them sleep away to their hearts' content. But if many of you good people do go to sleep I hope you will not make the blunder that a Baptist deacon once did. He was having a fine sleep as the minister preached with much earnestness. As the dominie came to the end of his sermon he saw the deacon batting his eyes and coming awake, and he thought it would be a good thing to

have prayer following his message. That is often desirable and important. So he said, "We will now have prayer. Deacon Jones, will you lead?" The deacon looked up and said, "It ain't my lead; I dealt."

I am a pedagogue, and I want to give you a little lesson tonight, if I may. One thing I regret in connection with my present position, which is head master of a Boys' School, is that I do not have much opportunity to each. It is more administrative work just now. I have long been a teacher of English and I love the very smell of the classroom when it is properly ventilated. So I like to take advantage of an opportunity, once in a while, to give a lesson.

I would like to fix in your minds six adverbs of the spirit in which to work. I know even the suggestion of adverbs may have an unpleasant thought to you, you men in particular, because you are an unusual bunch if you care anything about grammar at all. Lots of men would agree with the little Maryland girl, when she defined grammar as a nauseous dose for unfortunate juveniles. It is said of Lincoln that he once walked six miles to get a grammar. I have seen boys walk six miles to get away from one. Nevertheless, I want to put before you these six adverbs, whether you recognize them as adverbs or not. It is a big topic to present, emphasizing the spirit in which to work.

Now, the first of these six adverbs that I am going to give you is "*definitely*"—work definitely. That is the spirit in which to work. It is important to have an objective point. I have been interested in your Association. You have a definite piece of business at which you are working. It is a splendid thing to do; in the spirit of Paul—"This one thing I do." There is such a tragedy in the wasting of time because people do not concentrate. I do not object to side issues, but have one particular thing

and do it with all your might. Lowell says, you know, that "no man is born into the world but his work is born in him." It comes to him to discover what it is and to do it, taking it as a definite piece of work for humanity and the glory of work.

You know the story of Pat who went to the railroad station. He happened to see a box there all ready to be sent off. His curiosity worked, and he wondered what was in it. He couldn't decide. He found that it was something alive. His curiosity continued to work, and finally he jerked off a slat and out jumped a rabbit. It raced across the railroad station and out the front door. Pat followed.

It ran through a field, under a fence, and then up over a hill, and finally disappeared. And Pat, quite out of breath, stopped and said, "Well, go it, you little devil. You don't know where you are going anyway, because the tag is back here on the box." Too many people do not know where they are going; they have not chosen a definite activity.

The second adverb I want to leave with you is "*intelligently*." You are assembled here to become more intelligent in the line of activity that you are following. And it is wise for us to become well informed in regard to our work, whatever that may happen to be. The larger we are in our intelligence the larger the world is in its significance and its suggestiveness. If ever Shakespeare's words were true, they were true when he said, "Ignorance is the curse of God—knowledge the wings on which we fly to heaven." The more knowledge we have the more our wings are developed. Fullness of knowledge will improve our manner, matter and morals.

It is a good thing to take time off and grow more conversant with our work. I remember finding myself once in St. Paul's Cathedral, and beside the burial place of Opie. I remember, too, reading in the Fifth

Reader, on which I was born, bred, buttered and bruised in my earlier years, that someone asked Opie with what he mixed his paints, and he replied, "With brains, sir, with brains." Ladies and gentlemen, you and I, more and more in these twentieth century days, must mix brains with our work and work with our brains, and be intelligent as we do the work that is ours.

I have not time to discuss these adverbs with fullness. I am like an Egyptian mummy—pressed for time. I wish I had time to unfold that matter of intelligence a little more, because as a pedagogue, it is astounding to find the ignorance of students in matters on which they ought to be informed. May I pause before the third adverb to say that I wouldn't have believed some of the reports in connection with a recent examination if I had not had opportunity to transcribe from original sources some of the answers, supposed to be intelligent. One of the questions in geography was, "What is a mountain range?" And on one paper was the answer, "It is a big cook stove." I was interested in the English inquiries, and one of them was, "What is an abstract noun?" On a certain paper the answer was, "It is something you can't see when you are looking at it." Another question said, "Give some examples of compound personal pronouns," and what do you think I found? "Two compound personal pronouns are—he-goat and she-devil."

This woeful ignorance in regard to things calls to my mind a funny incident that happened in a literature class, when the teacher was developing the Village Blacksmith and the idea that the smith was big and strong. She was about to pass on when a little tot put up her hand and said, "I don't believe that he was big and strong for it says here 'week in, week out.'" I found one old man

contending that the Village Blacksmith had the asthma because the poem said that you could hear his bellows blow!

But a third adverb I would emphasize along with working definitely and intelligently, is "*vigorously*." We are agreed that we need to work vigorously. "Whatsoever thy hand findeth to do, do it with thy might." I have no patience with loungers. Put fire into your work, or put the work into the fire. I am not defending the language of a certain little lad, but I like the underlying spirit he had. He had the unfortunate fashion of dropping the consonants from his words. He would say "Good mornin'" and "Good evenin'." And he did it not only in spoken form, but in written as well. One day his teacher found that he had written on his tablet, "I am workin' hard," and she said, "Put a 'g' in there." And he wrote, "Gee—I am workin' hard." I wouldn't give a snap of my finger for anyone of whom that is not true. If we are going to do anything worth while we must work vigorously as well as definitely. Rest and you rust, rust and you rot! It is the downward evolution of many a person. Stand with me in Longwood Cemetery, beside the burial place of Bayard Taylor, and find on the back of his tombstone the words, from his Prince Deukalion:

"For Life, whose source not here began
Must fill the utmost sphere of Man,
And, so expanding, lifted be
Along the line of God's decree,
To find in endless growth all good,
In endless toil, beatitude."

Work definitely, intelligently, vigorously,—and *unselfishly*. There is no such thing as independent life. All life is inter-dependent. No one may live to himself alone. One of the first things I said to my boys when I went into school, was that I hoped they would live in keeping with the motto that belonged to Colonel Park-

er's school room—"everything to help, nothing to hinder."

I saw such a fine sign, suggestive of the spirit of co-operation, in front of a little oyster saloon in the near West. It was suggestive. The fellow stuck out before the place of his business, this announcement, "Try our 25c. stews. If you don't, we will both starve." You and I need to get that spirit and remember it—remember the other fellow.

Oftentimes we don't get acquainted with the other fellow as we should. That is one of the nice things in this convention. Think of a renewal of friendship, a revival of friendship after the passing of many years! This convention is worth while, if for no other reason than for the opportunity of clasping hands and renewing friendship. They have a saying farther west, "Get acquainted with your neighbor. You might like him." And it is a good suggestion. There is the possibility of that, you know. Sometimes we don't know one another as well as we should. So I say to you, know the other fellow and serve him helpfully.

I have brought four adverbs to your thought concerning the spirit in which we should work. I will now give you the fifth, and I am sure that as a body of sane, sensible, hard-headed business men and women, you will agree with me. As a fifth adverb I should like to suggest "*honestly*," because the bottom is going out of business if this be lacking. There must be absolute uprightness, downrightness and outrightness.

Safety first, gentlemen, but there can't be safety first without goodness in connection with safety. We must have within us virtuous aims and pure desires and honest hearts. "Dare to be true; nothing can need a lie. A fault that needs it most grows two thereby." The little girl may have seemed clever in mixing her passages, but she had a mistaken idea

when she said, "A lie is an abomination to the Lord, and a very present help in time of trouble." There may be people who think that a lie is temporary aid, but they soon realize "what a tangled web we weave when first we practice to deceive!"

You may go to the pages of Grayson and read that knowledge is power, you may go to politics and feel that position is power, you may spend and feel that money is power, but after all, character, absolute integrity, genuine honesty,—these things alone are power, and they can't be hidden. They will make themselves known where they may exist. You may put Joseph into a pit if you want to, but he will shine over all Egypt. Put John Bunyan into jail but he inspires all men and writes "Pilgrims Progress." You can't hide character! You can't hide character that has this quality that I am speaking of—absolute honesty and integrity.

The sixth and last of these adverbs that I want to pass on to you is "*happily*." We make a mistake, though we may be working definitely and vigorously and honestly and intelligently, if we fail to work happily. Edward Everett Hale once remarked that "no man lives unless he enjoys his work," and I trust that every one of us here is getting a satisfaction out of the work he is doing, and enjoyment therein.

It wouldn't hurt some of you a bit to read your Bible before you go to bed tonight. Start in at the first chapter of Genesis, and note that the order of creation is stated as "The evening and the morning were the first day." Don't turn it the other way. It is the glory of the dawn after the blackness of the night, the brightness of the day after the midnight darkness. "The evening and the morning were the first day."

It is a fine thing not to let the strain and stress of business make us downcast. I have hanging on the

walls of my home a little sentiment that dear old Bob Burdette sent me. I had one of the last letters that he wrote from his home in California before the finger of God touched him and he slept. It was not in that letter, but in an earlier one, that he said, "My dear boy, a merry heart doeth good like a medicine. Solomon said this centuries before I had time to think of it, but it is just as good and just as true as if I had said it myself." Remember that—"A merry heart doeth good like a medicine."

So in the midst of business trials and perplexities, work happily; be bright and glad. And may I make a practical suggestion? The best way for us to be happy is to make somebody else happy. Thank God things work in that line. The more knowledge you give away the more you possess. The more gladness you give away the more you have. Why even the more you lose your temper the more you have it! But if you would be happy, you must give happiness away. Happiness was born a twin.

There are some people who put a damper on every bright occasion. There was once a fellow who attended a wedding and everybody was happy but he. He was dismal and downcast. The corners of his mouth turned down. Somebody went over to him and said, "What are you dismal about? Come on over with the crowd. This is a wedding and everybody is having a bright time. What is the matter with you? Have you kissed the bride yet?" And the fellow said, "Not—not lately." Well, I am willing to excuse him under the circumstances. I say, if we would be joyful, make somebody else joyous.

Now, my time is up and I don't want you to treat me as the young lady did a certain fellow. When he kissed her on the forehead she called him down. I remember once a lawyer who was making a lengthy plea before a judge. He saw the judge squirming

around, and finally said, "Your Honor, I trust I do not intrude upon your time." The judge said, "I don't object to your intruding upon my time, but I do hate to have you encroach upon eternity."

Ladies and gentlemen, in closing I want to say that I see splendid things in the future for everyone within these walls, at this hour, if we work in this spirit that I have suggested—definitely, intelligently, vigorously, unselfishly, honestly and happily. I trust we shall do our work, be it business or professional, in that spirit. May I conclude with Mr. Kipling's fine poem, *L'Envoi*, the spirit of which I would like to see in every boy and young man in the land. Mr. Kipling says:

When earth's last picture is painted and the
tubes are twisted and dried,
When the oldest colors have faded, and the
youngest critic has died,
We shall rest, and faith, we shall need it—
lie down for an æon or two.
Till the Master of All Good Workmen shall
put us to work anew!

And those that were good shall be happy,
they shall sit in golden chair;
They shall splash at a ten-league canvas with
brushes of comet's hair;
They shall find real saints to draw from—
Magdalene, Peter and Paul;
They shall work for an age at a sitting and
never be tired at all!

And only the Master shall praise us, and
only the Master shall blame;
And no one shall work for money and no
one shall work for fame,
But each for the joy of the working, and
each in his separate star,
Shall draw the Thing as he sees it, for the
God of Things as They Are!

"Father, what keeps people from
falling off the earth?"

"The law of gravity."

"But what kept them from falling
off before the law was passed?"—*New
Guide.*

Inventory Regulations

By E. E. WAKEFIELD, JR.

(Boston Office)

ARTICLES 1581-1588 of Regulations 62, on the subject of Inventories are worthy of careful study because of the specific changes made in the requirements as to inventories. These articles are also of special interest because of the modified view as to trade and accounting practice which the Department seems to have reached. Some of the important new provisions of these articles are as follows:—

Art. 1582 provides for classification of goods as "normal goods," that is, those which are readily salable at normal prices, and other goods which are not readily salable at normal prices, because of damaged condition, imperfections, shop wear, changes of style, odd or broken lots, second-hand condition, or other similar causes. We have, of course, recognized that portions of the inventory should be separately valued, if they were not in readily salable condition, but we now have the specific sanction of the Department for making such distinction and for valuing such goods "upon a reasonable basis, taking into consideration the usability and the condition of the goods, but in no case shall such value be less than the scrap value."

Another new step in the Regulations is the provision in the third paragraph of Art. 1582, that book inventories maintained in accordance with a sound accounting system may be used, even though there is no physical inventory at the close of the taxable period. The suggestion in this article is that "book inventories should be verified by physical inventories at reasonable intervals and adjusted to conform therewith." Here is a perfectly distinct recognition of the actual practice which has, of

course, been in use among taxpayers.

Again, in the second line of the third paragraph of Art. 1582, the insertion of one word modifies materially the rigidity of the former regulation. It is now stated that, whichever inventory basis is adopted, i.e., cost or cost or market, whichever is lower, it should be applied with "*reasonable*" consistency to the entire inventory. Reasonable consistency must mean—with such modifications from exact consistency as good business and accounting practice would indicate in a particular case. This is a distinct change from the position formerly taken in Art. 1582, which was without qualification that the basis adopted must be applied consistently to the entire inventory.

With reference to inventories of dealers in securities, Art. 1585 provides that inventories may be taken at market value, if the books of account use that basis. Only a few months ago, the Inventory Section of the Income Tax Unit insisted that under no circumstances could inventories at market be recognized for determining taxable income. Here, again, the Department is conforming to actual practice among bankers and brokers, some of whom, for reasons such as frequent changes in composition of partnerships, find it necessary to take their inventories consistently at market.

Art. 1587, which, heretofore, applied merely to lumber manufacturers, is now made of general application to mining and manufacturing. It is recognized that when material is purchased in bulk to be later separated into different kinds, sizes or grades, the cost of the resulting product cannot be fixed by direct application of the cost per unit, of the original pur-

chase, to the product. Timber, for instance, when reduced to lumber, will produce varying sizes and grades from the same tree. Cost must be figured for the resulting products, not merely by quantity, but by consideration of the relative selling values of the products to be derived from the original purchase. In this office, more than a year ago, we recommended application of this principle to inventories of wool, bought as a season's clip, and later sorted into different grades of widely different value and market ability.

More important, however, than the specific changes above referred to, is the language of the first part of Art. 1582, in which the Department says that "inventory rules cannot be uniform, but must give effect to trade customs which come within the scope of the best accounting practice in the particular trade or business." It is further stated that consistency in the method of inventories is to be given greater weight than is to be given the

use of any particular method, and that ordinarily, an inventory which could be used under the best accounting practice in a balance sheet to show financial position, can be regarded as clearly reflecting income.

By amendment, the articles in Regulations 45 regarding inventories, have been made to conform with Regulations 62.

Surely, if the Department can, within the next few years, progress as much in the handling of various questions affecting taxable income, as it has progressed in these new regulations with reference to inventories, the whole matter of determination of taxable income and tax will be greatly simplified. Such advance should not only do away with many injustices arising from too strict regulations or too technical application of them, but it should also put taxpayers, particularly those in the business world, in a very much pleasanter frame of mind when they deal with the Treasury Department.

A New Income Tax Scheme

By RING W. LARDNER

(Reprinted from NEW YORK AMERICAN)

Well the sanitariums is all swamped again by guys that tried to figure out their own income tax but careful nursing and a mush diet generally always fixes you up pretty near as good as new in two weeks' time.

However, us guys that lives in New York and other states if any which has got income taxes of their own, why we don't no sooner get over the federal epidemic when somebody from the state tax commission slaps us in the face with a funny looking green blank and the pains has to all be went through with over again.

The federal blank this year was suppose to be different than previous ones which ain't no novelty as they's never been 2 alike, but this one was

suppose to be a whole lot simpler so that even a woman would known what it was talking about. Well I may of got a hold of a odd copy, but anyway in mine the mystery interest kept right up to the finish as usual and when you was through reading it you was in more doubt than ever who done the killing.

Further and more I always understood that blank meant a piece of paper on which they wasn't no writing or printing, but this thing they give me, even before I begun to mess it up, was dirty with words and not only just words but words that President Wilson would of choked on.

SPEAKING OF DEFECTIVES

The author of the blank is anony-

mous like the mirrors of Washington, but the same guy couldn't of wrote them both as they's words in the Mirrors that don't half to be looked up whereas the blank was probably wrote by a foreigner as it is in broken English with every little while a dialect word from the northern part of Italy, like for inst. "If your books of account are kept on an accrual basis" or "if amortization of war facilitie iss claimed" and several times the guy rings in fiduciary where an American author would of been open and above the board and said trustee.

But this guy has got you so baffled that by this time you are 1-2 through the book you are libel to forget to mention a few of the mental defectives that is dependent on you for support at \$400.00 per annum.

Speaking about these defectives you only use to get allowed \$200.00 a yr. each for same and they should certainly ought to be grateful to the govt. for raising the ante to an amount that permits them to live in ease in luxury provided they live in their night gowns and don't eat.

ANENT A SOUR CHECK

Well friends I don't know if I done the right thing or the wrong thing, but personally I sprung a novelty this yr. by not claiming nothing. That is I didn't put in no bad debts or no losses by fire or storm though I lost a whole lot of cigarettes by fire last yr, and as for storm, why one of our big trees blowed down during a slight zephyr in Great Neck and it was one of the prettiest trees I ever seen and as a ornament alone it was probably worth a couple of thousand on the hoof.

But I figured that if I claimed anything on it why in a couple of yrs. I would get a letter from Washington asking me to bring them the tree and neither the B. & O. or the Pa. lines neither one will carry that kind of a trunk for nothing.

In regards to bad debts I have al-

ready been carrying on a long clandestine correspondence with some bird in the Capital with respects to a little matter of a sour check which a guy wished on to me back in 1919. The guy owed me a \$100.00 and he paid me with a check and the check come back marked spoiled and to me that was circumstantial evidence that the debt wasn't so good, but the man I been corresponding with in Washington don't seem to never tire of exchanging mash notes in reference to same.

If you loaned a guy say \$500.00 or \$600.00 and he died interstate I suppose the govt. would ask you to produce the corpus delicti but the trouble is they don't never ask you for nothing till 2 yrs. after it's cold.

SUGGESTING AN EASY SYSTEM

So I thought that this time I would save myself from all the bother that goes with claims, but on the other hand they's something to be said in favor of making all kinds of wild claims because the penalty for turning in a fraudulent return is \$10,000 and a yr. in jail and by the time you had paid them \$10,000 and spent a yr. in jail, why you wouldn't half to bother with no income tax for that yr. at least, unless they have raised jail birds salaries a whole lot since I was there.

Well I suppose the govt. is like the street car Co. and always open to suggestions for the improvement of the service and in regards to the income tax I would suggest that one move in the right direction would be to either leave off the double page of instructions or else have them decoded, but still better than that I would suggest that they get up a new blank on the basis that brevity is the soul of wit and it seems to me like a blank something like as follows would bring them in just as much money at the bcx office and save a whole lot of

(Concluded on page 20)

Mr. "Dromedary" Dines Out

By a staff reporter of the L. R. B. & M. JOURNAL.

ON the evening of April 10th last, the New York State Society of Certified Public Accountants held a banquet at the Waldorf-Astoria to celebrate the twenty-fifth anniversary of the organization of the society. Among other distinguished guests was Mr. "Dromedary" of Arabia.

While Mr. "Dromedary" is of a very patient disposition, he is always ready for a meal, square or otherwise. He never neglects an opportunity to replenish the supply of nourishment, never knowing when the next meal will materialize.

This guest must have heard of the celebrated editor, Charles A. Dana. An inquiry was once made of the latter at what time a guest should arrive at the home of the host when invited out to dine. The answer was "In time for dinner." Six-thirty was the time set, and promptly to the minute Mr. "Dromedary" appeared.

For a time he was interested in watching the members and their guests, seeing old friends greeting each other, but as six-thirty became seven, then seven-thirty, and the provender promised him failed to appear, he became somewhat peeved. All at once his face brightened, and he became busy in standing first on certain of his legs, and then on certain others, but never on all four together.

Seeing my interest in his motions, he explained that he was keeping his hand in, to which I rejoined that they appeared to me to be feet.

"You must be aware," said he, "that the ancient Arabs were very proficient in mathematics. Now, if any one asked you how many legs I have you would no doubt answer four?"

"Certainly," I said.

"Of course I have, so far as the

ordinary mortal is concerned," he rejoined. "But to the mathematician I have six pairs of legs, or four groups of three each."

"Then you have twenty-eight legs! No wonder a camel can travel so far, but why are you not called a centipede?"

"You disgust me," said Mr. 'Dromedary.' "I have only four legs, but they make six pairs. Have you no conception of mathematics?"

"Oh!" I said, a light dawning on me. "But we call that playing cribbage."

"No doubt you may call it so," replied Mr. Dromedary. "To accomplish anything you people must play at it, instead of studying a problem for its sake alone."

At this moment the doors of the dining room opened, and the crowd went in to dinner.

Soon after we had seated ourselves there was some disturbance in front of the toastmaster's table, and Mr. "Dromedary" was all attention.

"Why the confusion? But they all seem to be happy!"

"They are celebrating the return of spring. In this climate many of the birds leave us at the beginning of winter and return as warm weather comes again. After the long winter everyone is anxious for the return of spring, and the arrival of the first birds is eagerly watched for. They have already been seen, and the toastmaster and the guests immediately around him are staging an allegory of their return."

"Umph! Umph! Some birds, I should say. They would look like a lot of penguins if they stood in a line. Saw a picture of some, one time. Are they members of the same sect?"

The toastmaster raised a little leather bound book up in the air, and all eyes followed it. He bowed to his right and left neighbors, who bowed in return, and smacked their lips.

"Quite curious," said Mr. 'Dromedary.' "What book is that?"

"It is one of an anthology called 'Spring Poems.' This particular work contains 'Four Swallows.'"

The toastmaster opened the book, withdrew four vials, and handed them with much ceremony to his immediate neighbors.

Mr. "Dromedary" slumped down dejectedly into his seat, and grunted, "I've often heard about a proverbial needle going through the eye of a camel, but if all needles are as fat as those I don't think they would ever get above my mouth."

If the sight of four swallows caused him to get such an old proverb twisted, what would be the effect if he saw four pelicans?

However, the meal progressed to its end, the paid entertainers did their best, and the after dinner speeches began,—and continued.

"How are you enjoying the talks?" I asked him.

"I feel quite at home. I had no idea there were such long marches over dreary deserts in New York."

Several times when a speaker managed to reach a little higher altitude for a brief moment, Mr. "Dromedary" was heard to mutter, "The same old mirage."

When the commuter from "Canoe Brook on the Hill Top" started the hegira for home, I asked my guest if he wished to leave.

"All hog or nothing," he answered.

Seeing my look of amazement, he continued: "You westerners think we are debarred from eating the flesh of swine. Such is not the case. Mohammed forbade us from eating a certain part of the flesh of swine, but forgot to say which part. As we are the originators of the conservation of

natural resources (which idea a man named Pinchot pinched from us), when we cook a pig each participant in the feast confines himself to one portion of the flesh, but all is eaten. As no part remains, all the permitted flesh is eaten, and no one can say that any one sinned in eating what was forbidden, for each left untouched a part. Hence 'all hog or nothing.'"

When the dinner broke up, Mr. "Dromedary" was asked what speech he liked best.

"That editor man, Mr. Price, of *Commerce and Finance*. When he said that 'hopeful inventories' were the cause of most failures, my mind reverted to many a weary march across the desert. The rascally driver would dangle a nice lot of grass in front of us, but when we rested for the day we never realized on the goods. And 'short accounts make long friends.' That reminds me of Ibrahim, blessed be his memory. He was a good master—short marches and lots of food. Then again 'Never go into a joint account, for in the end you may have the account and the other one the joint.' That was just like that cursed Yussuff: drive us over long marches, past oasis after oasis without stopping, and at the end of the journey supply his own wants without thought of us camels. There we would lie with our burdens on our backs, no food thrown to us, no brackish water to tickle our throats. And the cursed one would be drinking wine in violation of the Prophet, and eating sweetmeats to his heart's content."

"How about Mr. Suffern?"

"I noticed you were quite interested in his history. Then there was that Mr. Gore from Chicago. He was rather interesting. I have seen cans at home marked 'Swift, Chicago' but, if one of our bedouins of the desert got after Mr. Gore, I should

(Concluded on page 20)

Making History at New York

As usual New York scores first. Following is positively the first Radio Broadcasting Program ever assumed to have been flashed from any public accounting office in the world.

Station: Q E D

(14th floor, 110 William Street, New York City)

Time: Any day excepting Sunday.

1. 9 A.M. "Good Morning, Mr. Adams." (Forte.)
By almost the entire ensemble of L. R. B. & M.'s famous staff chorus.
2. 9.20 A.M. "Good Morning, Mr. Adams." (Not so Forte.)
By the remainder of the above ensemble.
3. 10 A.M. "Where are the time reports of yesterday?"
Tenor Solo by Mr. Seebeck.
4. 11 A.M. "Your Report awaits you."
Chorus of female voices from Report Department.
5. 12 M. "Where are my wandering boys to-day?"
Bass solo by Mr. Moss.
6. 1.30 P.M. "Oh, promise me, that you'll return that file"
Duet, Mrs. Everett and Miss Gunn.
7. 3.00 P.M. Lecture on proper filing of expense reports, Miss Storey.
8. 4.30 P.M. "Thou can't compare."
Trio for flute, cello and piano, by artists from the Comparing Room.
9. 5.30 P.M. "Farewell."
Mr. Adams, soloist, assisted by the famous L. R. B. & M. staff chorus.
10. 9 P.M. "Sandman Stories"
from Regulations 62 by tax men assisting Colonel Montgomery with new edition of Income Tax Procedure (provided the transmitting instrument can stand it).
11. 12.30 A.M. "Now the day is over."
Bass solo by Robert Buchanan.

"BISH"

New Offices at New York

A copy of the following memorandum has been sent to each member of the New York office staff preparatory to moving to our new offices at New York. Our other offices may be interested in reading it because of its references to some features of the lay-out of the new offices. Also, it contains some suggestions regarding the use of library, utilizing of unassigned time, care of papers and desks, etc., which are in order at any time.

We have arranged for two entrances to our new offices at 110 William Street, one of which will be marked "Private." The regular indicated entrance opens into a Reception Room where a Receptionist will be stationed at all times during business hours. In order to void unnecessary confusion, we ask all members of our organization to enter and leave the office by the entrance marked "Private" and avoid, as much as possible, all travel through that part of the private hall where clients are likely to be encountered.

A bulletin board will be placed on the wall in the private hall outside of the staff offices and notices will be posted there as occasion requires. We hope members of the staff will take occasion to look at this bulletin board at frequent intervals and read the notices posted.

A room has been set apart for a staff library and study room, which will be in charge of Mr. Bacas. It is expected that unassigned men, who do not have a special desk assigned to them, will make use of their unassigned time in that room. Absolute silence is expected in order that all may have an equal chance for study.

Four special consultation rooms have been provided for the use of members of the staff. It is the intention to use these consultation rooms for interviews with clients and others so that it will not be necessary to take anyone, not a member of our regular organization, into a staff room. If alone to write a report or is engaged any member of the staff wishes to be

on some work with one or more assistants the nature of which might annoy other members of the staff in the office he should use one of those consultation rooms.

A special tax consultation room has also been provided. We expect to have in this room a book-case, with copies of the various issues of Colonel Montgomery's *Income Tax Procedure*, and other tax guides, as well as copies of all regulations, forms, etc., for ready reference. None of the books or forms should, under any consideration, be removed from said room.

If any member of the staff expects a call from a client, or any other visitor, or is expecting a package to be delivered at the office, the Receptionist should be informed so that there will be no unnecessary delay in attending to the matter in hand.

All of the staff offices have been provided with wood and clear glass partitions. No working papers are to be left on the desks at night, but they should be put in the safe. If a member of our staff has occasion to leave the office during the day and there is any possibility of his not returning that evening, his desk must be placed in order, all working papers put in the safe or returned to the file room, and pads of unused paper, pencils, etc., neatly arranged. The desks are visible at all times, both from the other rooms and from the private hall, therefore, it is necessary to observe neatness. Newspapers and waste paper should be placed in the waste paper baskets provided and not placed on the desks at any time.

The L. R. B. & M. Journal

Published by Lybrand, Ross Bros. and Montgomery, for free distribution to members and employees of the firm.

The purpose of this journal is to communicate to every member of the staff and office plans and accomplishments of the firm; to provide a medium for the exchange of suggestions and ideas for improvement; to encourage and maintain a proper spirit of co-operation and interest and to help in the solution of common problems.

PARTNERS

WILLIAM M. LYBRAND	New York
T. EDWARD ROSS	Philadelphia
ADAM A. ROSS	Philadelphia
ROBERT H. MONTGOMERY	New York
JOSEPH M. PUGH	Philadelphia
WALTER A. STAUR	New York
H. H. DUMBRILLE	New York
JOHN HOOD, JR.	Philadelphia
WALTER S. GEE	New York
T. B. G. HENDERSON	Chicago
HOMER N. SWEET	Boston
GEORGE R. KEAST	Pittsburgh

OFFICES

NEW YORK	55 Liberty Street
PHILADELPHIA	Morris Building
CHICAGO	Harris Trust Bldg.
BOSTON	261 Franklin Street
PITTSBURGH	Union Bank Bldg.
DETROIT	Book Bldg.
WASHINGTON	Union Trust Bldg.
SEATTLE	L. C. Smith Bldg.

Death and Taxes

By T. EDWARD ROSS

THERE is an ancient saying concerning the certainty of death and taxes. The two have been associated to a certain extent for a long time, and of recent years the association has become much closer through the adoption by the Federal Government of an inheritance tax. It remained, however, for the Revenue Act of 1921 to add a little comedy to this otherwise serious matter. Perhaps it should be said that the foregoing statement does not have general application as the beneficiary of the deceased taxpayer in many instances may fail to appreciate the humor of the occasion. The comedy

is furnished by Section 226 of the Revenue Act of 1921 dealing with returns for a period of less than twelve months, and the application of this section by the Treasury Department to the returns made for a deceased taxpayer for that portion of the year prior to his decease.

As an illustration of the practical working of this procedure, let us assume that John Smith received \$30,000 a year in taxable income from his investments, and that this was all of his income. His investments were so arranged that \$10,000 of his income was collectible 1st January, \$10,000 on 1st July, and \$10,000 at other periods throughout the year. Let us assume that Smith dies from over-work on 2d January, 1921, after having collected \$10,000 of income on the first day of the month. According to the method laid down by the Department, he had lived 1/31 of the month, and his annual income would, therefore, be 372 times \$10,000, or \$3,720,000. It is rather regrettable that Smith had probably never realized that he was in the multi-millionaire class. The calculation of his taxes on this basis would give us a tax on \$10,000 of approximately \$7,120, whereas had he lived for the full year, his taxes on \$30,000 of income would have been \$3,890.

Assuming that Mrs. Smith had no other income than the \$20,000 collected for the balance of the year, her tax would be \$2,070, so that the total tax on the income for the year would be approximately \$9,190, as against \$3,890 which would have been paid upon precisely the same amount of income had Smith survived till 31st December, 1921. If he could have contrived to outlive the month of January and was fortunate enough not to collect anything after 1st January, the tax on the \$10,000 would have been less than \$3,600, although this would have been within \$300 of the

amount he would have paid on the full year's income if he had lived.

His widow would have been in a better position to appreciate the humor of the situation if her husband had been lucky enough to have invested in securities on which the income did not fall due until 1st June. In this case he could have lived up until the last of May and his estate would have escaped any income tax, and his widow would have had to pay approximately the same tax that he would have paid on the same income had he lived.

The moral seems to be that it would be advisable for one to invest in such securities, the income of which falls due as late in the year as possible, and if one must die, to select a date prior to the time any income is collectible for the year.

A Sporting Tip

(An editorial from LONG LINES)

WOMEN as well as men can afford to take a tip from the sportsman at his favorite game. For instance—

On the tee: The beginner makes a short, sharp jab at the ball and gets a mediocre drive—sometimes. The expert swings his club in a complete, well-timed circle and almost invariably does a heap better.

On the diamond: The star hitter's bat doesn't stop when it meets the ball; it keeps right on going. And frequently he gets an extra base.

On the gridiron: The man who drops back and lifts one over the bar for a field goal knows better than to check his kick knee high. Watch his foot. It's high in the air when it stops.

It's much like that in our work. Occasionally we may be able to get away with a half-baked job. But in the long run it's the things done right that count. It pays to "follow through."

Initiative

By ELBERT HUBBARD

THE world bestows its big prizes, both in money and honors, for but one thing. And that is Initiative. What is Initiative? Ill tell you: It is doing the right thing without being told.

But next to doing the thing without being told is to do it when you are told once. That is to say, carry the Message to Garcia: those who can carry a message get high honors, but their pay is not always in proportion. Next, there are those who never do a thing until they are told twice: such get no honors and small pay.

Next, there are those who do the right thing only when necessity kicks them from behind, and these get indifference instead of honors, and a pittance for pay. This kind spends most of its time polishing a bench with a hard-luck story.

Then, still lower down in the scale than this, we have the fellow who will not do the right thing even when some one goes along to show him how and stays to see that he does it; he is always out of a job, and receives the contempt he deserves, unless he happens to have a rich Pa, in which case Destiny patiently awaits around the corner with a stuffed club.

To which class do you belong?

Valuable Statistics

(FROM THE KING'S BUSINESS)

J. S. McCoy, a government statistician, figures that if Methuselah, when he was 21 years old, had invested \$1.00 at six per cent, compounded annually, he would have been worth \$977,157,900,000,000,000,000,000 when he died at the age of 969. He says the interest would have paid all war debts from that day to this. This is very consoling. The world will be greatly blessed by having these facts at hand.

OFFICE NOTES

BOSTON

The mice have been eating the backs off of the legal and other tomes in Mr. Wakefield's office. This continued until they came to Montgomery's *Income Tax Procedure* of which they took only a nibble and quit. Wakefield said it was too tough, even for a rodent!

Mr. Sweet sailed on the *Homeric* on April 15th for a trip abroad. After the strenuous Shipping Board engagement last summer and autumn, and the usual busy winter, he needs rest and diversion which we trust he will find on this voyage.

We have recently installed "Edi-phones." The staff have found it necessary to observe the following instructions, even though unfortunately they do not appear in the little book:

1. Place the mouth-piece close to the upper lip. Those who have misplaced eye-brows should either shave them off or talk in a louder tone in order to avoid a strained accent.

2. Do not try to dictate when the starting gears are in reverse. Our reports sound bad enough anyway.

3. Chewing gum, tobacco or the rag when dictating is strictly forbidden.

4. Keep a light pressure on the accelerator while dictating in order not to be compelled to say it all over again. It is only an unusually good story that can stand repetition.

5. Present models are poorly adapted for use by the oratorical type of dictator who enjoys pacing the floor while talking. It is not considered good form to drag the machine around after you by the transmission tube. If you *must* walk, cradle the machine on your left arm.

Letter to the Editor:

We emphatically protest at the lack of veracity which permitted the con-

tributor of March notes to state that we could not agree whether a certain speck in the air was Curtis or a Bleriot. For the information of intelligent members of the staff, we desire to say that our argument was concerning a simple matter of aerodynamics, which it is inconceivable could have been misunderstood. We were merely debating whether a back-staggered F. E. 12 B. with inverse dihedral, can, with full thought being given to a 4 foot 3 inch lower-plane cord, having an angle of incidence of 12 degrees, zoom to more advantage from a horizontal flying position to 2,000 feet with or without adjusting the varying non-lifting tail-plane. The alleged speck which the contributor mole-hilled into a mountain was only a toy balloon inflated to almost bursting capacity. Whether this balloon had been released from the vicinity of the conference room or the library we are unable to determine.

BUCHANAN AND DECKER.

In compliance with a ukase issued over the dread initials, C. T. K., smoking in the firm's Boston office has been limited to a period extending from 1 to 2:30 P.M. Consequently, that blue haze which can be seen drifting from the windows at 261 Franklin Street is derived from other than neurotic sources.

Since we are supposed to be a democratic organization some of the staff may be pardoned having expressed the wish that Mr. C. T. K. would show as much respect for their referendum as they do for his initiative.

1922 C. P. A. preparation class is expected to begin the annual grind on the evening of May 1st. Sessions will be held from six to eight each Monday evening.

CHICAGO

Mr. C. F. Griffiths of the New York office was with us for some time during the month of March.

Have you heard Ford story No. 999 Model T.? A Ford dealer west of Kansas City wrote to the factory that he could make no money on his agency and that he wished to give it up.

The factory finding this so unusual sent a representative to investigate. The agent said, "This town is forty-five miles from Kansas City and lots of tourists pass through here. A Pierce-Arrow drives up to my garage and asks the distance to Kansas City. Forty-five miles. Good! Give me an extra tire, two inner tubes, fifteen gallons of gas and three quarts of oil. A Cadillac comes along. How far to Kansas City? Forty-five miles. All right, put in twelve gallons of gas, two quarts of oil, patch up these inner tubes and fix my clutch. And so it goes with all the big cars. In steams a Ford. How far to Kansas City? Forty-five miles. Easy; fill up the radiator and give me a package of Camel cigarettes."

In the March issue of *Administration* appears an article entitled "Yield on Plant Investment." Also in the March number of *Commerce and Administration*, published by the University of Chicago, will be found an article entitled "The Accountant as Counselor." Our reporter discovered that our Mr. Henderson is the perpetrator of both. We recommend them for your consideration.

An example of the good results of the right kind of publicity was shown in this office recently.

A local firm of attorneys was employed to handle an inheritance tax case in which the main point at issue was the valuation of the stock of a certain corporation whose assets con-

tained a large item of goodwill. They discovered Mr. Lenhart's article on "Goodwill" published in Colonel Montgomery's *Income Tax Procedure, 1921*, and considering it the best article they had found, engaged the firm to assist them in the case.

DETROIT

A study class has been formed by those of the staff who intend to sit at the C.P.A. examination in November. It is fostered by the Associate Managers who expect gratifying results.

Ben Welch is the innocent cause of the note below. As he says, we ought to change the name of Woodward Avenue to Gillette Street. He was constantly accosted on said street in this manner:

"Gillette me have a quarter"

"Gillette me have a quarter"

—ad infinitum

Foreword: The bane of Mr. Fitz-Gerald's existence is his constant shortage of matches.

Mr. Fitz-Gerald was en route to the barber shop one morning with a right, worthy beard, an unlighted cigar and no matches. Being desirous of a light he approached a passerby—before he had a chance to pop the question the benign stranger handed him a quarter. O tempo! O mores!

Chicago has sent us one of her illustrious sons in the person of Russell "Rose." This decision on the part of Chicago was very appropriate considering the advent of Easter.

Radio ravings:

From C.R.M.N. Chicago to C.J.M. Detroit.

—350 meters—

Query: Hello, infant prodigy, are you still attending those evening meetings of that proposed Greek Restaurateurs' Association?

Reply: No! Greek failed to meet Greek so there was no association.

SHORT STORIES

The Absent Minded Professor (with apologies to Fontaine Fox)

The professor had an uncontrollable desire to scratch his back, while seated at the breakfast table. His wheat cakes and syrup were before him and so preoccupied was he, that he poured the syrup down his back and scratched the wheat cakes.

Mr. Fitz-Gerald has recovered from his recent illness and is back at the office looking fine.

A certain client, whom Monahan has always taken care of, handed him a new one the other day. During the tax rush another member of the staff (not an Irishman) took care of them. On Monahan's next visit he was saluted as follows:

"Efen if dey sent an ainchel, Mr. Monahan, it wouldn't be you."

With apologies to the editor for bringing Monahan again into the limelight:

He claims that one night the arms of Morpheus were entwining him in their soft embrace, when suddenly the er— arms of the Grand Rapids patent folding bed closed firmly upon him, and, as he described it, made him into "a veritable Monoham-sandwich."

A great moment in W. W. Sheldon's life is rapidly approaching. Since childhood he has followed, faithfully, the fortunes of "The Gump Family" and is now breathlessly awaiting that great day, the 13th instant, when "Uncle Bim" is to become the husband of fair "Heaven Eyes."

Note: He has not as yet received an invitation to the wedding.

A Polish boy, who works for a client, is rapidly learning the lan-

guage and here are a few of his speeches:

"Pleas gif dis pail to Mr. ——— and haf him 'spoil da leaks.'"

"Here is your 'sootscase.'"

Senior (to delinquent junior): "What do you mean by having your hair cut on the client's time?"

Junior: "Well—it grew on the client's time, didn't it?"

"Robert," said his spouse, "father writes me that he is going to get a typewriter. What's the best kind, do you think?"

"Well," he replied unthinkingly, "I like them about twenty, with soft brown eyes."

He came breezing into a hotel lobby in Times Square to pull this "nifty" one: "Is Henry Ford in the house?" he shouted. Finally a bell boy replied that he was not. "S'funny," said the comedian, "his car is outside."

Second sign of spring,—

Most of the staff have the usual malady, but with strange symptoms. They are talking automobiles constantly, but of the synthetic kind as they are still using shank's ponies as a means of transportation.

Wanted: An accountant—experienced in flour milling audits, must be an early riser, good mixer, come from the (y) east. He will get his dough bi-monthly.

NEW YORK

The New York State Society of Certified Public Accountants celebrated the 25th anniversary of its organization on April 10, 1922, with a dinner at the Waldorf Astoria Hotel. The firm of Lybrand, Ross Bros. & Montgomery was especially well rep-

resented. All of the partners, with the exception of the Messrs. Ross, were present, Col. Montgomery as First Vice President of the Society being seated at the speakers' table. Messrs. Bacas, Bill Bergman, Flackbart, Griffiths, Sinclair, Tomlins and Worfolk represented the staff. Messrs. Cole, Sullivan and Wilson, former Lybrand men, made a happy addition to the table occupied by the staff members.

PRESTO! CHANGE!

By the time this issue comes off the press, we shall have flitted "bag and baggage" to 110 William Street, where we shall occupy 9,000 square feet of floor space, to wit, the whole of the 14th floor. A large force of carpenters, painters and electricians has been at work for the past month converting the bare floor, which resembled a warehouse, into spacious and comfortable offices, where we shall be housed for the next ten years. What a relief it will be not to have to run up and down stairs to visit the Tax Department, file room and staff rooms. It is expected that after a month in the new quarters we shall all be able to qualify in the long distance walking and running races; it is only 400 feet around the offices! Mr. Gee suggested a narrow gauge trolley line; Mr. Dumbrille thought roller skates for all would be more in order. But joking apart, our new offices will be absolutely up-to-date in every way, they will be fine working quarters, and may each succeeding year of our ten years' lease see increased prosperity to the firm!

Stuart Ross is wearing the proverbial smile which won't wash off; and no wonder, for "it's a girl." Congratulations! By the by, S. R. had to acknowledge that he forgot an assignment the other day, and blamed it on the new baby. Say! it's fine to

have some one to "pass the buck" to now, isn't it?

Our new New York address is 110 William Street, and our new telephone number Beekman 8600.

A former member of our New York staff now connected with a firm of accountants in Canada, wrote in the course of a letter to Mr. Dumbrille, acknowledging a courtesy extended the former, as follows:

"I am learning considerable from _____, but cannot do otherwise than feel that the system of 'Working Papers' is overdone by some members of our staff. We have an office joke that when a new member was asked for his working papers on an assignment he had just completed, feeling in all his pockets and finally ending with those of his vest, he exclaimed, 'Well, I knew I had it somewhere.' Perhaps the ideal is the happy medium."

PHILADELPHIA

We note the following in *The Trend*, a small local bulletin of current history and letters for which Richard Le Gallienne writes a brief autobiography:

I was educated at the Liverpool College, an excellent and distinguished school, which I left at the age of sixteen to become an articled clerk in a firm of chartered accountants, with whom I remained for seven years, passing with credit the usual examinations. However, well or ill, I have since written books. I am proud to think that I was once expert in balancing them. That office life, in association with a number of choice spirits, my fellow clerks, was an education in human nature which I would not now exchange for the university career which was denied me.

PITTSBURGH

The atmosphere of the Pittsburgh District is not so clear as it was a few months ago and newspaper reports confirm this evidence of a resumption of business activity.

Our reputation for a knowledge of

hospital accounting is spreading. We have been auditing the accounts of one of the principal hospitals in Pittsburgh for several years and we have just been employed by another hospital to audit its accounts quarterly.

Marsh has been taking a spring "vacation" (on business) for the past six weeks in Warren, Bradford, Corry and vicinity.

Mohler and Dietrich have returned to the office after an absence of nearly two months.

Sharpe cannot stand the life of the idle rich and, contrary to his expectations, he is back on the staff.

The Wicked Worm

Cuthbert had been listening for half an hour to a lecture from his father on the evils of late nights and late risings in the morning.

"You will never amount to anything," said the father, "unless you turn over a new leaf. Remember, it's the early bird that catches the worm."

"Ha, Ha!" laughed Cuthbert. "How about the worm? What did he get for turning out so early?"

"My son," replied the father, "that worm hadn't been to bed all night; he was on his way home."—*Pittsburgh Christian Advocate*.

SEATTLE

The Seattle High Schools are experimenting with a series of talks of a vocational nature, designed to give the students some idea of the work done in various professions and businesses, and to suggest to them the opportunities therein, and the qualifications and training, both general and special, desirable and necessary for their successful pursuit. Business and professional men, active in their respective fields, are giving the talks, to which the students of five of Seattle's seven high schools are invited.

Mr. Burton, who has been asked to speak on the work of the public accountant in three of the schools, in connection with the vocational series, gave his second talk on April 4th.

The Seattle office regrets the departure of Messrs W. C. Bober and Ralph E. Allen, who have been members of its staff for some time, and wishes them every success in their future undertakings.

Mr. Burton's activity as presiding officer of the Washington State Chapter of the National Association of Cost Accountants always provides an excuse for mentioning the monthly meeting of that organization. On the 29th of March, Major Herbert E. Smith, a partner in one of the firms that were instrumental in developing the Uniform System of Accounting for logging companies and lumber mills, advocated by the West Coast Lumbermen's Association, addressed the meeting on the subject of "Cost Accounting in the Lumber Industry."

WASHINGTON

The Washington Office was not "among those present" last month. However, it has not been too long ago to mention the enjoyable evening the Washington Office had at a dinner given by Mr. and Mrs. Haynes at the Columbia Country Club on St. Patrick's night.

Mr. Mandlebaum, of Klink, Bean & Company, San Francisco, has been with us on another of his frequent trips East.

One compensation in being in the Washington Office, is that while we do not have the opportunities of going out on "assignments," we do have the whole country brought to us. During the last month we have had visitors from San Francisco, Dallas, Chicago,

Toledo, Harvey, Illinois, Pittsburgh, and Philadelphia.

Easter, with its attending new raiment and excess of chocolate eggs, proved too much for Miss Mattingly. Easter Monday found her place vacant. She said it was too much "eats" but we "hae our doots" as all the children were at the White House that day rolling eggs.

Mr. Haynes was heard to remark that, while he does not lay claim to being an auto mechanic he was rather taken back when the following incident occurred:

He was stopped by a young lady in front of the office the other evening and asked if he could help her with her car. It seems that the self-starter would not work. Mr. Haynes investigated and tinkered with the car and after some little time, gave up. The lady, in a very nice tone, said: "Thank you so much—I wouldn't have bothered you if I hadn't thought you knew something." Now, Mr. Haynes wants to know just what she meant.

Our offices will be interested to learn that hereafter all claims will be handled in the Bureau of Internal Revenue by those Sections which made the initial audit. This *should* (the word being used advisedly) eliminate a great deal of unnecessary detail. Formerly, the claims were handled by the Claims Section, an entirely separate unit from the other audit sections. In this connection, the following is quoted from Colonel Montgomery's Income Tax Procedure—1922:

"The author is of the opinion that all special subdivisions, sections, and review boards handling claims should be abolished. Claims should be assigned to those general subdivisions or sections to which they naturally belong."

A New Income Tax Scheme

(Continued from page 7)

wear and tear on the customers' brains.

INCOME TAX RETURN

For Calendar Year 1922.

Schedule A—What did you make?

Schedule B—What have you got?

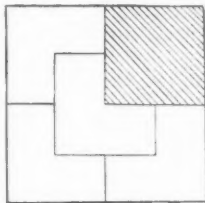
Computation of Tax.

100 per cent of Schedule B.....

(Copyright, 1922, by Ring W. Lardner.)

Answer to Last Month's Puzzle

The accompanying diagram shows how the four sons divided their father's property so that each received a piece of land the same size and shape after their mother had received her share which is



indicated by the shaded portion.

Here's Another One

Arrange the following numbers

1	2	3
4	5	6
7	8	9

in such order that no matter in which angle they are added the answer will be 15.

Mr. "Dromedary" Dines Out

(Continued from page 10)

think he carried too much flesh to be 'Swift, Chicago.'

"But that is only his body. How about his mental equipment? Don't you think that is good?"

"I've heard they spilled a lot of blood in Chicago, but I thought it was in the legitimate slaughter of cattle. He spoke largely of crime, however. And they call him Gore; how curious."

Mr. "Dromedary" sailed for home the next morning.

